

Local Transformation Plan for Children and Young People's Mental Health and Emotional Wellbeing

**BOB**

Buckinghamshire, Oxfordshire  
and Berkshire West  
Integrated Care System



## Local Transformation Plan for Children and Young People's Mental Health and Emotional Wellbeing

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Click the following links to view in your web browser.

- [Buckinghamshire LTP Refresh](#)

- [Oxfordshire LTP Refresh](#)

- [Berkshire West LTP Refresh](#)





## Introduction

Local Transformation Plans (LTP's), which set out how local services will invest to improve children and young people mental health, have been agreed and produced locally since 2015. The plans, which are refreshed annually, report on agreed priorities for the area and set out ambitions for development and improvement across the whole system.

This document sets out our system wide priorities, the challenges and issues and the key delivery programmes for the following period 2022 – 2024 for the system (PART 1) and it collates the refreshed LTPs from across the Integrated Care System (BOB-ICS) for 2022/2023 for Buckinghamshire (PART 2) Oxfordshire (PART 3) and Berkshire West (PART 4). There is recognition that this document format still reflects the history of three separate place-based plans; we are at the beginning of our journey toward a single overarching plan in due course.

In 2021 the BOB ICS identified Children and Young People's Mental Health and Wellbeing as one of its key priorities for improvement and collaborative working across all system partners including the NHS, Local Authorities, and other voluntary and third sector organisations. Children and young People's mental Health Services are provided collectively by the NHS and Local Authority across BOB, and in collaboration with the third sector. This includes a range of early intervention, long term, crisis and inpatient services.

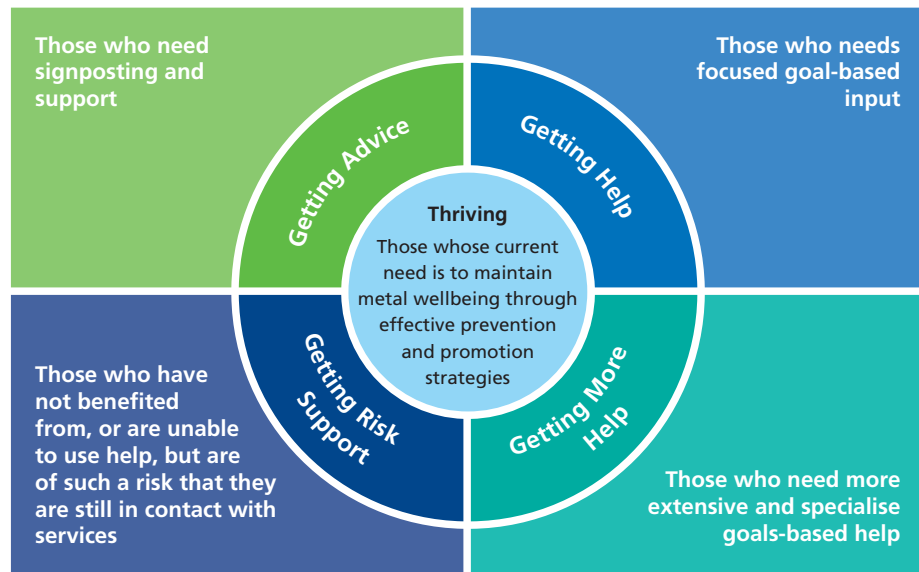
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## THRIVE Framework

BOB is working towards these services being organised and delivered within the THRIVE framework. The THRIVE framework sets out 5 domains (It is recognised that children and young people may move between domains occupy more than one). THRIVE promotes cross agency working and a shared language and understanding across health, education, and social care.

This is in line with the SEND agenda, which also promotes collaboration across services who support children with additional educational and emotional needs.

The THRIVE Approach:





# [3]

## System Wide Priorities and Key Delivery Programmes

A full detailed description of the Key Delivery Programmes is attached in the appendices

System Wide Priorities	What we know to date – issues and challenges	Key Delivery Programmes 2022/24
Capacity demand and waiting times	<ul style="list-style-type: none"> <li>Buckinghamshire, Oxfordshire and Berkshire West all report an increase in population size. This is coupled with an increase in referrals and demand for CYP-MH services with all LTP's reporting capacity, demand and/or waiting times as a priority for both mental health referrals and neurodevelopmental referrals.</li> <li>Feedback from young people and their families across BOB highlights that young people want to be seen quicker with easier accessibility and access.</li> <li>A reduction in waiting times and improved access has been highlighted as a priority for all services across the system.</li> </ul>	<p><b>CREST TOOL and Capacity and Demand</b>  <b>We will:</b> Continue to work in collaboration with SCW-CSU, and within the CYP Data quality group, to develop a system wide approach to collating, calculating, predicting and analysing Capacity and Demand for CYP-MH and neurodiversity waits.</p> <p><b>CYP MH Performance Dashboard</b>  <b>We will:</b> Develop and Implement a system wide CYP-MH data quality road map and data dashboard with agreed reporting and governance structures.</p> <p><b>Data</b>  <b>We will:</b> Continue to work with NHSE to flow data via the National Mental Health Minimum Dataset supported by the BOB CYP</p> <p><b>Pathways</b>  <b>We will:</b> Review CAMHS pathways and continued with the implementation of the Thrive model</p>
Crisis and Acuity	<ul style="list-style-type: none"> <li>In April 2022 NHSEi Regional Mental Health SRO issued a call to action following an identified 294% increase in (unmet) need for CAMHS T4 services across the South East since schools reconvened after lockdown in September 2020.</li> <li>In addition to an increase in referral numbers, services are also reporting an increase in complexity and acuity</li> <li>In particular with young people presenting with eating disorders and/or restricted eating, young people in crisis and those with complex needs including neurodiversity.</li> </ul>	<p><b>CAMHS Role In Acute ED Settings</b>  Pilot a senior mental health CAMHS liaison/navigator role into the acute setting at Royal Berkshire NHSFT pediatric acute wards.</p> <p><b>Tier 4 Social Prescriber Pilot</b>  Pilot a VCSE led social prescribing role in Tier 4 settings.</p> <p><b>Thames Valley LD/A Hospital @ Home</b>  Develop The Hospital at Home Team to reduce and prevent inappropriate admissions to CAMHS Tier 4 and emergency CETR's</p> <p><b>Improving high dependency areas in CAMHS General Adolescent Unit</b>  Proposals developed and submitted to access Capital funding</p> <p><b>Suicide Prevention</b>  Development and further implementation of the strategy and action plan</p>

System Wide Priorities	What we know to date – issues and challenges	Key Delivery Programmes 2022/24
Eating Disorders	<ul style="list-style-type: none"> <li>There has been a national rise in eating disorder referrals following the COVID-19 pandemic with a high prevalence of demand for T4. This increase has been echoed across the BOB ICS. In addition to demand for traditional eating disorder services the pandemic has seen a significant increase in referrals for young people with Avoidant Restrictive Food Intake Disorder (ARFID).</li> <li>Improved access to waiting Eating Disorder Services, as well as meeting the needs of young people with ARFID, has been highlighted as a priority for Buckinghamshire, Oxfordshire and for Berkshire West.</li> </ul>	<p><b>PEACE Pathway</b> Continuation of a 3-year pilot to test and learn how to meet the needs of autistic CYP with an Eating Disorder.</p> <p><b>Services already implemented across BOB</b> Continue to develop a website, training plan and evaluation framework</p> <p><b>Bucks ED review</b> Demand and capacity information will continue to be refined to support the development of a business case to ensure that the investment in eating disorder services meets the level of increased need</p> <p><b>BEAT Training</b> Further roll out</p> <p><b>Hospital at Home</b> Further expansion of service to support young people with an eating disorder at home is being developed</p>
Workforce	<ul style="list-style-type: none"> <li>Local Transformation Plans highlight workforce as a very real challenge for services providing mental health care and support for children and young people.</li> <li>At the start of 2022 BOB concluded a detailed review of workforce challenges which showed recruitment to getting more help services, crisis and T4 inpatient services to be of particular concern.</li> </ul>	<p><b>Develop a CAMHS Academy</b> To expand workforce and assessment capacity for the CAMHS and neurodevelopmental pathways.</p> <p><b>CYP Additional Role Recruitment Scheme (ARRS) Pilot – new role</b> Pilot a CYP ARRS role in Primary Care, to support young people aged 15 – 25</p> <p><b>Workforce strategy</b> – continuous development with ICS partners and HEE</p>
Health inequalities and vulnerable groups	<ul style="list-style-type: none"> <li>Whilst there has been an increase in demand for children and young people's mental health services it is acknowledged that certain groups have been most adversely affected by the pandemic and/or are at higher risk of experiencing mental health difficulties. This includes (but is not exhaustive to) BAME, Children in Care, young people with SEND, neurodiversity, LGBTQ+ and young carers.</li> <li>All LTP's have highlighted the need to address health inequalities, including the need to build on local and place-based approaches to identify need and provide targeted support.</li> </ul>	<p><b>PEACE Pathway for Eating Disorders</b> Continuation of a 3-year pilot to test and learn how to meet the needs of autistic CYP with an Eating Disorder</p> <p><b>Thames Valley Integrated Care for Complex children</b> Continue to develop and mobilize 'hub and spoke' outreach liaison model across the Thames Valley to include a blended approach of clinical staff along with youth workers in collaboration with the voluntary sector</p> <p><b>SEND Working Group</b> Additional psychology post to support LAC and adopted children</p> <p><b>Establish a Health Inequalities working group to utilize population health management in targeting, reviewing, and adapting services. With an aim for population health management to be at the core of commissioning and design of CYP-MH services, in line with the THRiVE framework.</b></p>

System Wide Priorities	What we know to date – issues and challenges	Key Delivery Programmes 2022/24
MHST	<ul style="list-style-type: none"> <li>12 teams working operationally (3 in Buckinghamshire/ 4 in Oxfordshire/ 5 in Berks West) and already meeting the initial Long Term Plan target with a 31% pupil coverage across the ICS</li> </ul>	<p><b>Wave 7</b> – 4 more teams across BOB being mobilised.</p> <p><b>Wave 9</b> - 4 more teams have been allocated to commence training September 2023</p> <p>By 2023/24 50% of pupils will have access to an MHST</p>
Digital Mapping	<ul style="list-style-type: none"> <li>As a programme of activities emerged for CYP-MH one of the clear opportunities identified was how could we strengthen our digital offer to Children and Young People and their families</li> </ul>	<p><b>Self-help platforms</b> Develop the use of self-help platforms, ensuring a consistent offer across the system, for CYP and their parent/ carers and in line with new NICE guidance.</p> <p><b>Commissioning</b> Organise stronger commissioning and purchasing arrangements as an ICS</p>
Neurodiversity	<ul style="list-style-type: none"> <li>Neurodiversity has been identified as a key priority (priority 6) by SE-NHSEi (South East National Health Services England and Improvement).</li> <li>Referral rates for assessment and diagnosis in BOB are significantly higher than the national average.</li> <li>Our services also indicate higher numbers of autistic young people accessing our CYP community and inpatient mental health services.</li> <li>BOB ICB - Commissioners, Providers, Clinical leads and VCSE's attended a series of Rapid Improvement events in February to May 2022.</li> <li>The events highlighted a significant amount of work had already taken place to support families at all stages of the assessment process,</li> </ul>	<p><b>Following a series of Rapid Improvement Events there is a</b> System wide Action Plan in place supported by the SWCSU and including identified workstreams focused on streamlining and improving ND assessment processes across the ICS.</p> <p><b>Workshops</b> – Continue to offer workshops for parents and young people living with neurodiversity supported by a system wide peer support and networking platform (SHaRON – Support Hope and Resources on Line).</p> <p><b>Policies and processes</b> – Further development with support from NHSE regional leads</p> <p><b>Training</b> – for staff to continue</p> <p><b>BIDS</b> – seek bidding opportunities to create funding for improved access and small care homes</p> <p><b>VCSE and AnDY Clinic</b> – Funding VCSE which are working with CYP with Autism and ADHD and their families to provide wrap around pre and post diagnostic support services</p> <p><b>Digital Support system</b> – Procurement of digital mental health support system</p>



System Wide Priorities	What we know to date – issues and challenges	Key Delivery Programmes 2022/24
<p><b>Listening to the people who access our services</b></p>	<ul style="list-style-type: none"> <li>• Co-production and engagement with young people, families and carers continues to be a priority for services across Buckinghamshire, Oxfordshire and Berkshire West when reviewing and developing services</li> <li>• All LTP plans have been formulated using feedback and engagement with CYP, families and carers through several forums</li> </ul>	<p><b>Engagement</b> Continue engagement and gathering feedback on the Emotional Wellbeing Mental Health Strategies</p> <p>Commissioners continue to receive feedback as part of the contract monitoring process</p> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>- CYP MH&amp;WB Network Events</li> <li>- Annual Youth Forums</li> <li>- OXWELL School Survey</li> </ul> <p><b>VCSE</b> Expanding partnerships with VCSE organisations</p>



## Covid Impact

The impact of the coronavirus pandemic continues to have a significant impact on the mental health and emotional wellbeing of children and young people. This can be seen through the continued increase demand for access to services since late 2020/ early 2021, particularly in relation to crisis and eating disorder services, as well as through feedback from children and young people about their experiences.

The impact on children, young people and families is wide-ranging, some key insights from the pandemic are highlighted below:

- More families are being identified as 'universal plus' through the Health Visiting Service – families who would have ordinarily managed self-help or had help from extended family, have not had this support due to the pandemic
- The number of children on child protection plans and children we care for have increased since the start of the pandemic
- Domestic crimes and incidents involving children have also increased during this period

In addition to the this, all systems across BOB ICB experienced a number of workforce challenges including

- difficulty to recruit during pandemic
- induction and training challenges
- increased sickness
- increased stress and reduced resilience of staff due to intensive workload

## System Wide Responses to the impact of Covid

<p><b>Workforce</b></p>	<p>Focus on staff wellbeing – additional support put in place</p> <p>Regular communication to sign post the support offers available</p> <p>All line managers to have conversations with staff regarding well being</p>
<p><b>Service Offer</b></p>	<p>Initial redeployment of staff to critical assessment and treatment functions</p> <p>Services moved to digital platforms where appropriate</p> <p>Consultations moved to online or electronic contact</p> <p>Face to face consultations remained where possible although limited</p> <p>Implementation of 24/7 mental health crisis lines</p> <p>Mental Health Support teams offer a blended service</p> <p>Focus on the increased demand for Eating disorder services</p> <p>Increased staffing for Crisis Services</p> <p>Investment from CCG re prioritised</p>
<p><b>Support</b></p>	<p>Additional evidence based resources to support CYP families and carers including self-help guides and sign posting to services embedded into websites</p>



## Governance

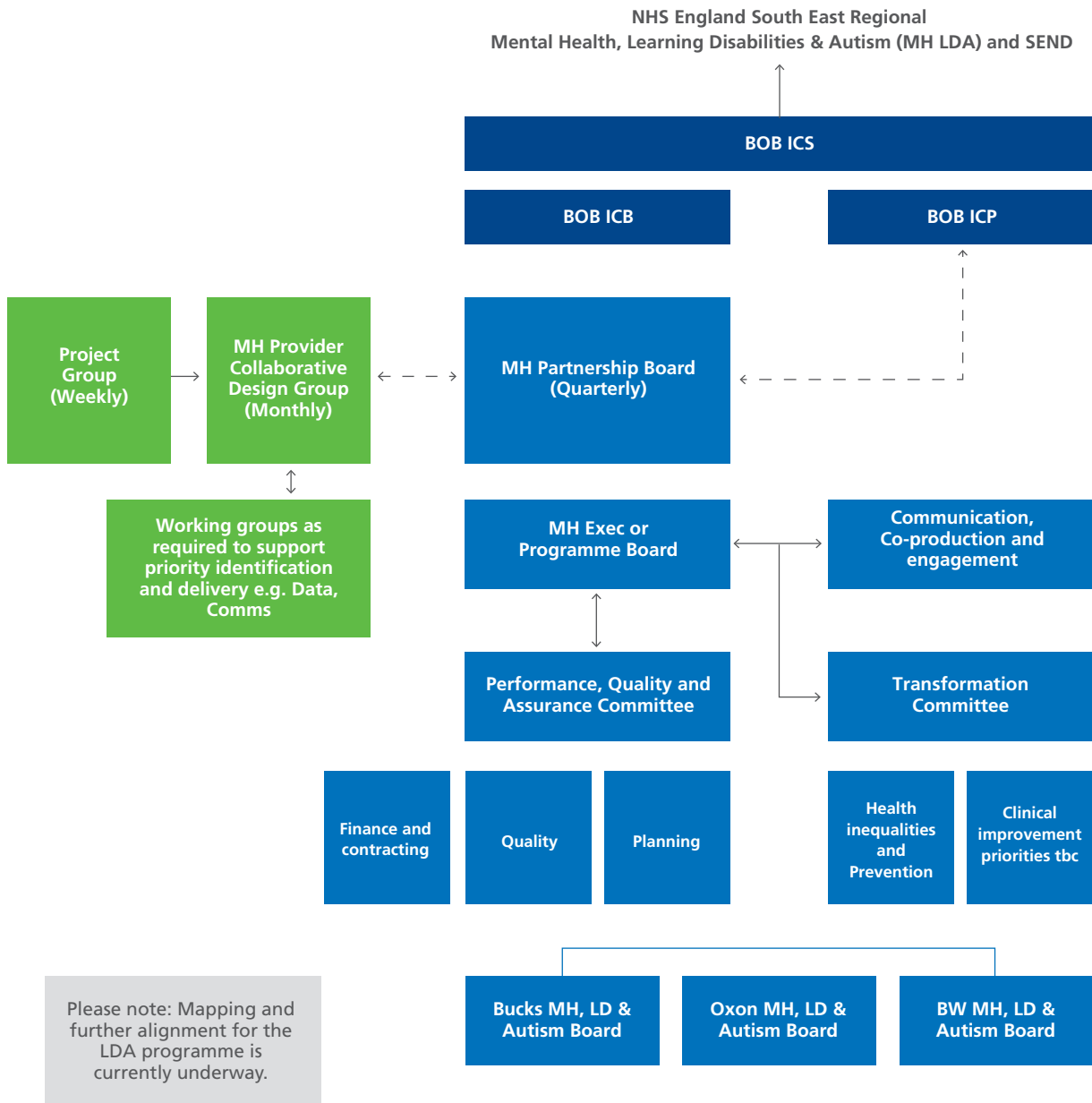
A collaborative and consistent approach is driven by a steering group of accountable officers drawn from system leadership, mental health, (both community and inpatient services), acute paediatrics and social care/children’s services and our Provider Collaborative.

The BOB CYP-MH Working Group facilitates monthly reporting and discussion of trends, challenges and identifying areas for collaboration/improvement as well as place-based meetings/reviews. When first established in 2021 the BOB CYP-MH reported to the BOB ICS MHLDA Board. This governance arrangement was paused temporarily and is due to be reinitiated with the new BOB ICB MHLDA Board which reports into the BOB ICB Board

The ICB was established on 1 July 2022 by The Integrated Care Boards (Establishment) Order 2022. The constitution for the Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board (BOB ICB) has been approved by NHS England.

A number of governance arrangements are now in place to support effective assurance and oversight of the delivery of the Transformation Program for Children and Young People’s Mental Health services . The ICB will continue to develop its governance architecture to ensure it meets its statutory and regulatory obligations.

# BOB Mental Health Governance Framework



**Key**

- ICS structures
- Provider Collaborative
- BOB MH partnership
- - - Aligns/inform
- Report into

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